**ASSESSING THE INTERNAL ORGANZATIONAL EFECTIVENESS OF THE
HONOLULU FIRE DEPARTMENT**

STRATEGIC MANAGEMENT OF CHANGE

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ABSTRACT

The analysis of an organization's effectiveness is a major component in the development of strategies for change. The problem was that the Honolulu Fire Department has not assessed its internal organizational effectiveness. This assessment could provide a baseline for the development of strategies for change.

The purpose of this research project was to evaluate the internal organizational effectiveness of the Honolulu Fire Department. This required the use of both historical and evaluative methodologies.   The research questions were:

1.   What are the components of organizational effectiveness?

2.   How do other fire departments measure its organizational effectiveness?

3.   How do department members feel about the organizational effectiveness of the Honolulu Fire Department?

The procedure required a literature review to determine major components of assessing an organization's effectiveness. Five other fire departments were also researched to collect information on alternate means of assessing effectiveness. Along with the review of written material on the subject and alternative methods used in the fire service, a survey of a random population of the department was conducted to measure the opinions of department members. The aggregate data were compiled, numerical analysis performed, and further evaluation and interpretation made by a select panel of department members and the author.

Four major components to a successful effective organization were identified as the way in which an organization is governed, how it establishes and attains its goals and objectives, if it promotes ethics, and if the agency maintains aspects of a healthy organization. The findings provided an insight to areas, which could be classified as needing improvement, but for the most

part, the general consensus was that the Honolulu Fire Department was an effective organization.

The findings allowed for the development of specific recommendations in the four identified

areas.

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INTRODUCTION

The analysis of an organization's effectiveness is a major component in the development of strategies for change. This assessment could provide a baseline for the development of strategies for change. Other benefits of evaluative processes range from establishment of long range goals and objectives to practical, day-to-day improvements.

Through an evaluation process, an organization can measure the effectiveness of the programs and services it provides. Evaluations may also focus on whether or not the organization is meeting the goals that are commensurate with its responsibility. In today's world of government where the focus is on reinventing, re-engineering, rethinking and quality management, we must continue to ask ourselves if there is value added to our customers in the actions we are taking within our organizations. The evaluation process should assist fire service professionals in continually improving the quality and performance of their organizations by asking those critical questions to determine if the programs and service within the organizations are effective in meeting the needs of their community (Commission on Fire Accreditation International, 1997).

Problem

The problem is that the Honolulu Fire Department has not assessed its internal organizational effectiveness.

Purpose

The purpose of this research is to evaluate the Honolulu Fire Department's organizational effectiveness.

Research Method

An historical methodology was used to determine the past practices and overall

perception of the values and attitudes of department personnel. The evaluative research methods were used to determine the present status of the organization through a survey of department members. This research consisted of a literature review, interviews with representatives of other fire departments, and a 21-item survey.

Many articles were obtained from a literature search at the National Fire Academy's Learning Resource Center, the library of Honolulu Fire Department, the University of Hawaii at Manoa's library and from information received from the Commission on Fire Accreditation International. Other printed materials were downloaded from the Internet.

Research Questions

1. What are the components of organizational effectiveness?

2. How do other fire departments measure its organizational effectiveness?

3. How do department members feel about the organizational effectiveness of the HFD?

BACKGROUND AND SIGNIFICANCE

Modern Organization

The Honolulu Fire Department provides fire suppression and other emergency services on the island of Oʻahu. Although the department was named after the city of Honolulu when it was founded, today it serves the county of Honolulu, which includes the city and the rest of the island of Oʻahu. The island of Oʻahu covers 604 square miles and includes many residential communities, business districts, industrial complexes, agricultural areas, wild lands, and the resort area of Waikiki.

The mission statement, vision statement and motto of the Honolulu Fire Department reflect its commitment to serving the City and County of Honolulu (Appendix A). The

operational and administrative functions of the Honolulu Fire Department are mandated in the

Revised Charter of the City and County of Honolulu and directed by the Fire Chief who oversees

a force of 1,036 uniformed fire fighters, 6 of whom are women, and 45 civilian employees. The

Department is organized into five operational battalions and four bureaus (Administrative

Services Bureau, Training and Research Bureau, Fire Prevention Bureau, and Fire

Communication Center). The operational battalions include 43 stations that house 42 engine

companies, 14 ladder companies, 1 snorkel company, 2 rescue companies, 1 hazardous materials

company, 1 helicopter, 1 fireboat and 6 tankers (Honolulu Fire Department, 1998).

Significance

The City and County of Honolulu currently face many daunting fiscal challenges.

Hawaii's real property tax revenues are dropping for the fourth consecutive year, and operating

costs are on the rise due to recent wage settlements. Furthermore, the State is proposing to take

$18 million of the hotel room tax revenues and increase the amount of excise tax Hawaii citizens

pay to the State by another $10 million. The continuing slowdown in the economy and the

stagnation of Hawaii's real estate market is having a detrimental impact on Honolulu's property

assessments. The City's real property assessments have declined $5.6 billion over the past three

years. In the next fiscal year, assessments will decline another $5.3 billion, which will mean the

greatest one year drop in the history of the City. As a result, the City's real property tax revenues

has declined about $40 million over the past four years and are expected to decline an additional

$18 million in fiscal year 2000, another historic record.

During the past three years, the City has faced budget deficits of $87 million in 1997; $50

million in 1998; and $75 million in 1999. Each year the City has been able to balance the budget

without raising property taxes by streamlining the City's operations, eliminating unnecessary

services, utilizing new technology, improving customer service, selling surplus land while developing innovative revenue sources.

Mayor Jeremy Harris stated in 1999 State of the City address, "To overcome these challenges, all City Departments need to find radical solutions to make up this sizable deficit. They must evaluate their operations to redesign and consolidate operations to be efficient, more flexible, more responsive, and less costly" (Harris, 1999).

In the fire service, the status quo, a sense of permanence and tradition, has been the backbone of the culture and constant for many of our organizations and the need for change is evident. The process of evaluating aspects of the HFD organization may also serve as the foundation for other self-improvement processes that may be used in conjunction with the annual budget preparation process, the creation of on-going goals and objectives or to develop short and long range plans.

Strategic Management of Change Course

The *Strategic Management of Change* course offered as part of the National Fire Academy's Executive Fire Officer Program has provided guidance on the development of this applied research paper. Points covered in Module 2 of the Student Manual provided a general approach to the change process. The first task in the Analysis Phase of the Change Management Model is to assess internal organizational conditions to determine whether change is needed (National Fire Academy [NFA], 1998). Analysis of an organization's effectiveness is a major component in the development of strategies for change.

LITERATURE REVIEW

An organization exists to do work related to a specific mission. It creates structure,

establishes formal lines of authority and responsibility, delineates lines of formal

communication, and provides for accountability. A fire department's mission must be the focus

of the organization's activities, the goal the organization hopes to achieve, and the purpose of the

organization's existence. This mission is critical for planning as well as for operational

purposes.

The Honolulu Fire Department's mission is clearly and firmly established to save lives,

property and the environment. The ways in which it accomplishes this mission and the values

which drives the organization is where the challenge reside. Periodic evaluation of specific

components of any organization is crucial to its success. In today's changing environment, it is

essential that assessment, diagnosis, audit or evaluation become a critical part of an

organization's normal functioning. Strategic organizational assessment assists in finding and

identifying the real organizational problems and express concisely what should be done.

Organizational assessment greatly facilitates organizational change and enables organizations to

continually develop and improve their performance capabilities (Mohrman, 1989). Management

must continuously palpate the pulse of their organization and at all times know their strengths,

weaknesses, opportunities and threats. Four major contributors to a successful organization are

the way in which an organization is governed, how it establishes and attains its goals and

objectives, if it promotes ethics, and if the agency maintains aspects of a healthy organization

(Mohrman 1989).

Organizational Assessment

Organizational assessment is a diagnosis of how the organization or sub-unit is currently

functioning. Diagnosis is a way of looking over an organization to determine the gap between

what is and what ought to be. Diagnosis also focuses on the desired organization and any areas where current organizational design is working against achievement of the valued outcome. Diagnosis involves collecting pertinent information, analyzing it, and drawing conclusions about how to design for high performance (Mohrman, 1989).

Organizational assessment is also important because it is a necessary tool for organizations to identify the causes of its current weaknesses that can stunt the company's global competitive growth, so that improvements in critical capabilities can be planned and obstacles preventing the attainment of higher performance levels can be analyzed (Conti, 1997).

Organizational assessment seeks to enhance basic organizational features rather than just trying to solve short-term problems. Assessing organizations learn skills in seeking to build the organization's capacities to handle problems and challenges (Conti, 1997). Assessment also encourages action from members towards organizational development because it is an intervention into the routine life of an organization. The process of asking people about their work and their organization encourages them to examine their own feelings, to think about the way their organization is run, and may lead them to expect that management will act to change things (Conti, 1997).

Governance

Governance is a broad concept that defines an organization's exercise of authority or control and system of management. Governance is the internal means by which an organization establishes policies, determines control mechanisms, allocates power, establishes decision-making processes and sets up procedures for performing specific tasks. It is comprised of the internal relationships amongst shareholders, boards of directors, and managers (Millstein, 1998).

Organizational governance is also the process of consultation by administrators and/or governing boards with stakeholders or parties who either affect or are affected by an organization's actions, behavior and policies. Stakeholders are persons or groups that an organization perceives itself to be accountable. Organizations are accountable to a variety of stakeholders. They may consist of: elected and appointed government officials and their staffs at the city, state and federal level, recipients of services, accrediting organizations, professional associations, any neighborhood, city, or community to which an organization is perceived to be a part, the media, employees, and the governing board itself.

In a rapidly changing world, organizations need responsible leaders and followers willing to foster creativity, innovation, and high productivity. Organizations, both private and public, will increasingly need the sort of administration that is able to decentralize authority, capable of maintaining control of its resources, and is responsible for its actions (Harbeson, 1994). Organizations not only need superior competitive performance but must also be responsive to the demands and expectations of stakeholders.

Organizational Empowerment

Empowering structures and practices are adapted slowly because managers and leaders fear the consequence of relinquishing control. Political scientists and organizational theorists are slow to adapt and recommend empowerment because they continue to think in traditional terms (Harbeson, 1994). Organizations need a new mode of administration, one capable of converting challenge into opportunity. In order to accomplish this, organizations need a response that capitalizes on the inherent strengths in its workforce – both labor and management – to maximize creativity and innovation on all levels (Harbeson, 1994).

Empowerment is a mode of active administration now being developed and practiced by creative and innovative administrators in public and private organizations. Empowerment is an administrative term that involves a supervisor granting responsibility, authority, and discretionary resources to one or more subordinates. Empowerment promises either increased innovation and productivity or a more equitable way to treat human beings in the workforce. Ideally, both objectives are attained (Harbeson, 1994).

Goals and Objectives

Organizational objectives and goals generally answer the question "why does a particular organization exist?" They are mainly based on the organization's mission statement (Campbell, 1997).

A mission statement is a concise and clear written statement of an organization's broad objectives. A mission statement shows some indication of the organization's type of industry or business. It is also an indication of the realistic market share the organization should aim towards. Mission statements are specific and highly context-dependent objectives of the organization. The advantages for an organization to have a mission statement are clear (Campbell, 1997). A functional mission statement clearly communicates the objectives and values of the organization to its members.

It is important that all members of the organization work towards the same ends, as stated in the mission statement. A strong mission statement influences the actions and objectives of employees in the company.

Stakeholders usually set an organization's goals and objectives. The term stakeholder pertains to any person or party with an interest in the activities of an organization. Some stakeholders have an urgent and vital interest in the organization while others have only a slight

concern. The party holding the most power tends to stamp much of their identity and purpose upon the company's goals and objectives. Stakeholders with the most influence over the organization have the most control in setting objectives for the business. Powerful stakeholders are usually the owners and directors and have a legitimate right to impose their will upon the organization (Campbell, 1997).

There are several reasons why setting goals are crucial to an organization:

1.   People perform better when they have specific goals to achieve.

2.   Goals help employees achieve what is expected of them.

3.   Goals link the organization's planning and control functions together.

4.   Goals specify in concrete terms what each unit and individual in the organization is to achieve.

Goals should be clear and specific because employees with clear and specific goals have a greater understanding of what is expected of them. Goals should be measurable and quantifiable. Wherever possible, goals should be stated in quantitative terms and include target dates or deadlines for completion. Goals should be challenging yet attainable (Dressler, 1995).

Ethics

By definition, ethics is the conformation to moral standards or standards of conduct by a given profession or group (Websters, 1972). Ethics is important within organizations to provide employees a comfortable working environment and peace of mind that no harassment and/or abuse shall occur.

In most organizations, all members are required to conform to the organization's standard of ethics. However, the creation and implementation of an organization's ethical practice is usually a responsibility delegated to the leaders of an organization. Management usually sets the

precedence for proper behavior, and ultimately establishes the code of conduct within an organization (Bennis and Nanus, 1985).

Ethics not only benefits businesses by controlling the work environment of an organization, but is also seen as a strategic and essential element for businesses to survive in today's society (Bennis and Nanus, 1985). Businesses are becoming more and more aware of the importance of employees working in a safe and friendly environment. As these employees are also members of the society-at-large, any information pertaining to unethical behavior or unfair rule enforcement occurring in an organization can be quickly disseminated into the community, leading to future problems for the organization.

The establishment, and more importantly, the enforcement of an organization's code of conduct ensures the proper, fair and equal treatment of all employees in every aspect of the organization's operation.

Aspects of a Healthy Organization

The traditional "Newtonian" hierarchical organization is a popular and dominant organizational structure in today's society. However, it is being more and more realized that this traditional organizational structure has many crucial shortfalls. A plausible reason for the existence of these shortfalls is that an inherent part of the structure of traditional organizations is to remain rigid. The individuals within the organization must conform to the rules, boundaries, and processes that the organization has established to accomplish tasks (Wheatley, 1994). The employees which work in the traditional "Newtonian" organization are restricted to certain channels of communication, focused job functions, and ultimately, limited means to be creative. What is being discovered is that such "conform"-oriented organizations are not compatible with the society that organization exists in. This is because unlike a traditional, rigid organization, society is fluid, chaotic, and rapidly changing.

Furthermore, when rigid organizations attempt to communicate in a rapidly changing society (in which the organization resides in) there exists a cultural/communication barrier between the organization and society because a rigid organization lacks the adaptation skills necessary to communicate openly with society.

One important adaptation skill an organization should possess, in which to work better with society, is flexibility. Usually when we speak of flexibility, we are talking about the ability of an organization to modify its work processes to adapt to the ever-changing needs of the consumer. Though this is an important ability for an organization to possess, flexibility should not be limited to just that. Adapting to society also means adapting to the cultures the organization may be in. This is especially true for organizations that expand to other areas nationally and internationally. An organization must be flexible in its own organizational culture, its structure, and its work environment that benefits not only the consumer, but provides a welcome environment for the employees to reside in. Such flexibility advocates the contentment of the employees within the organization, and the organization's interaction with the consumers in that

One of the most powerful tools for an organization to possess is a "healthy," open communication structure. This is because open communication within an organization "is a dynamic element…that gives order, promotes growth, and defines what is alive" (Wheatley, 1994). An interesting note to point out is that the relationships that exist in an organization are also that organization's power structure. Unfortunately, most people associate the power structure of an organization by its organizational structure. Though this may be an accurate means of identifying accountability in an organization, it is not so for identifying power. This is because relationships are the "lines" in which the formal and informal communications of an

organization is transmitted through. More information equals more power. Popular people usually have access to a lot of information within the organization, which of course, makes that person more powerful/useful within the organization. On the contrary, people with limited relationships usually have limited information flowing to them.

<u>Summary</u>

In summary, the literature review emphasized that organizations exist in a fundamentally changing environment in and thus demand changes that go well beyond the status quo. Nearly all must cope with factors such as: new technologies, changing workforce demographics and values, and an ever-changing array of laws and regulations (Mohrman, 1989).

Modern organizations face dramatic new challenges that require high levels of performance. Even government agencies receive public mandates to do more with less money. Organizations expected to achieve multiple goals simultaneously. Due to demanding changes, excellence is now required in such areas as financial outcomes, technological and product innovation, quantity and quality of product or service, safety, health, environmental protection, quality of work life, equal opportunity and employee rights. A variety of groups are interested in organizational behaviors and outcomes. Employees, customers, suppliers, managers, owners, and the government are all part of a complex network of stakeholders that place multiple demands on organizations (Mohrman, 1989).

To survive in today's environment, it is important for organizations to develop a capacity to influence the environment and to adjust to changing conditions. As a result, it has become critical for organizations to be able to change or renew themselves regularly to keep pace with external forces (Mohrman, 1989).

PROCEDURES

Research Methodology

Historical methodology was used to conduct this portion of the study. After reviewing

the research material, a 21-question survey was developed to measure HFD personnel opinions

pertaining to the four aforementioned components of organizational effectiveness. The survey

was organized to best reflect the purpose of this study and survey questions were mixed

randomly to preclude any suppositions on the part of the surveyees. The survey is attached as

Appendix B.

The survey instrument was then evaluated to see if it accurately queried for the four

elements of organizational effectiveness. Twelve HFD personnel were selected to evaluate the

survey instrument. These individuals represented a cross-section of the HFD and provided

varied perspective from different levels within the department. The names of these individuals

are attached as Appendix C.

Evaluative research was used while conducting personal interviews and researching

alternate methods of organizational assessment. Interviews were conducted with Assistant Chief

Ralph Brown of the Tulsa Fire Department on April 11, 2000, and with Battalion Chief Timothy

M. Butler of the Department of Fire and Safety Services of the City of Saint Paul on March 30,

2000. Information on organizational evaluative methods used by the Tempe Fire Department,

the Fairborn Fire Department and the Wrightsville Beach Fire Department was acquired through

the Internet.

Survey Limitations

A way to collect diagnostic data is through questionnaires or surveys containing fixed-

response items about the organization. Data gathered through questionnaires are easy to quantify

and summarize. The use of questionnaires is the quickest and least costly way to gather new data

rigorously. They can be administered to large numbers of people and they provide a quick reading of general attitudes and perceptions. They have two major drawbacks, however. Questionnaires are impersonal and may be unable to provide honest answers from respondents. People's responses are also limited to the questions asked and there is little opportunity to probe for additional information or clarify responses (Mohrman, 1989).

Conduct pre-survey

A pre-test of the survey was given to 11 HFD personnel of varying ranks, geographical assignments, organizational levels, and years of service. This pre-survey was conducted in March 2000. The purpose of conducting this pre-survey was to ensure that the questions on the survey were understandable, answerable, and reasonable by all levels of the HFD organization.

Distribution of survey

The survey was distributed to 150 HFD personnel of various ranks, geographical assignments, organizational levels, and years of service. This total represents approximately 10 per cent of the entire work force of the HFD organization. The survey was distributed randomly throughout the Department in March of 2000.

Data Collection

The surveys were collected during the 1st week of April 2000, and the data compiled into four categories: governance, goals and objectives, ethics, and aspects of a healthy organization. Out of the 150 questionnaires distributed, 129, or approximately 86 percent were returned.

Post-survey Panel Discussion

Post-survey panel discussion was conducted with the same 12 HFD who participated in the evaluation of the survey instrument to assist in accurately analyzing the data. The names of these individuals are attached as Appendix C.

Data Analysis

In conjunction with information derived from the completed surveys, numeric tables,

charts, and the post-survey discussion, the data was scrutinized as it relates to the four

aforementioned categories.

Conclusions and Recommendations

Conclusions and recommendations were then formulated based on comparisons between

the data collected and the concepts germane to the Literature Review.

RESULTS

1.   What are the components of organizational effectiveness?

Research, in the form of the literature review, indicated that the four major contributors to

a successful and effective organization are the way the organization is governed, how it

establishes and attains its goals and objectives, if it promotes ethics and if the agency maintains

aspects of a healthy organization through flexibility and communication.

2.   How do other fire departments measure its organizational effectiveness?

Tulsa Fire Department (Oklahoma)

The Tulsa Fire Department (TFD) is currently attempting to gain accreditation through

the Commission on Fire Accreditation International (CFAI). Thus, TFD used an external source

to conduct the evaluation of their organizational effectiveness. Some of the findings that

emerged from this accreditation process, and summarized here, helped department administrators

evaluate the effectiveness of current programs, policies and procedures.

In their review of their effectiveness to govern this organization, the TFD determined that

they operate under the authority granted it by the mayor. General guidance is also provided by

the yearly adoption of the city budget including all appropriate expenses for operation of the department. The City of Tulsa Amended Charter, adopted in 1990, is updated regularly and is considered current today.

The philosophy, goals, and specific objectives that guide the department are clearly stated in the Mission Statement, Strategic Plan, and the Annual Operation Plan. These guiding tools are consistent with both the historical and legal missions of the department and are appropriate for the City of Tulsa. The TFD will continue to plan for and execute changes as the times, laws, and community needs change.

The City of Tulsa Personnel Policies and Procedures manual specifically precludes all city employees from being involved in any situation that a reasonable member of the public could construe as conflict of interest. A special Ethics Resolution was legislated and passed to serve as a basis for the City's annual sensitive payments audit review, which is executed by all, elected City officials and all City officers.

TFD's governing bodies expect the department to maintain especially high standards of honesty, integrity, impartiality and conduct. And it is in the department's best interest to ensure these high standards. The policy also gives direction to the individual that senses that he or she may be involved in a conflict of interest.

 "The TFD's Strategic Plan encompasses external agency operational systems relationships and will continue to be the guide for external agency operational relationships. The plan will be periodically reviewed and upgraded, including portions that relate to external agency relationships (R. Brown, personal communication, April 11, 2000).

City of Saint Paul (Minnesota)

The City of Saint Paul utilized internal resources to conduct an evaluation of the effectiveness of their programs, policies and procedures.

In 1996, the Department of Fire and Safety Services of the City of Saint Paul implemented a major change in their operations including the realignment of their response grids, which resulted in the rearrangement of personnel assignments and responsibilities throughout the department. In addition to the traditional study methods of selecting the best proposal from a group of plans, John Hamilton, Director of Human Resources proposed a fresh approach for the City of Saint Paul. Mr. Hamilton asked the Fire Department to develop criteria that could be used to "filter" various reorganization proposals. Fire Administration, Local 21, the Fire Supervisory Association, the Medical Directors and Ramsey EMS staff, and the Roseville Fire Chief endorsed this research. By endorsement, these signatories stated their agreement on the minimum levels of service to the community and their insistence on continued compliance with national standards by Saint Paul Fire (Timothy M. Butler, personal communication, March 30, 2000).

Tempe Fire Department (Arizona)

The City of Tempe participated in a benchmarking program along with the cities of: Chandler, Glendale and Scottsdale, Arizona; Bellevue, Washington; Boulder, Colorado, Berkeley and Irvine, California; and Irving, Texas. The City's Benchmarking Program provided an opportunity to evaluate and enhance the services, efficiency and continuous improvement efforts of the department.

The measurement phase of this benchmarking program resulted in a better understanding of the attitudes and culture of the Tempe Fire Department. A major aspect of this organization's

culture is its commitment "continuous learning" which will ultimately result in increased quality. It is felt that this quality will give any individual or organization a long-term competitive advantage. Quality, woven in the character of the individual and in the culture of the Department, can't be duplicated. This emphasis serves as the foundation of their approach to quality management. Tempe's definition of quality management is that the Fire Department's culture is defined by and supports the constant attainment of customer satisfaction both internal and external. This involves the continuous improvement of departmental processes, resulting in high quality services to the public. This department's commitment to quality management is based on:

- Internal and external customer focus

- Total involvement and commitment of all members

- Measurement of progress

- Support of each segment of the Department

- Commitment to continuous improvement

Quality management is an expression of the need for continuous improvement in:

- Attitude

- Personal and profession development

- Positive interpersonal relations

- Managerial effectiveness

- Organizational productivity

The results of the benchmarking efforts have now become an on-going part of the Tempe Fire Department's management of goals and objectives and evaluation of services (Tempe Fire Department, 1998).

Fairborn Fire Department (Ohio)

In an effort to begin a team building and organizational development program, the

Fairborn Fire Department decided to explore an important but often overlooked component of

the department, organizational culture. It was felt that by identifying the organizational culture,

they could define their strengths and weaknesses, and provide recommendations for

methodology of organizational change, teambuilding, and resolution of cultural conflict.

The department decided to assess the attitudes and opinions of their members by

purchasing a survey developed by Rensis Likert Associates, Inc. The Survey of Organizations-

2000 (SOO-2000) was first developed in 1967 and has undergone many revisions. The main

purpose of this instrument was to measure characteristics of the organizational units according to

variables reflecting features of organizational climate, managerial leadership, peer behavior,

satisfaction, and group process. This provided a measure of the prevailing conditions as

perceived by the members of the organization.

The survey examined four categories of the organization. It measures the overall

Organizational Culture, which deals with the organization-wide conditions, policies, and

practices. The second category is Supervisory-leadership, which relates tot he interpersonal and

task-related behavior displayed by superiors toward their subordinates. The Peer Relationships

are a measure of the interpersonal and task-related behaviors of the work group. The final

category is a measure of the way the group works together as a team. This then became an

overall measure of the organization as summarized in the End Results (Harlow, 1994).

Wrightsville Beach Fire Department (North Carolina)

With a recent upsurge of employee frustration dealing with matters of information flow,

confusing expectations, and indecisive decisions within the leadership of the department, the

Wrightsville Beach Fire Department solicited the assistance of the Catholic Social Ministries (CSM) to conduct confidential one-on-one sessions with all of its 78 employees. The objective was to establish a baseline to develop goals, praise and reprimand procedures, encourage truth, and enjoyment of work. The intent was upon creating a working environment that was employee friendly. This involved teamwork, mission, communication, feedback, evaluation, and an obligation of supervisors as part of their mission to assist employees in meeting their missions.
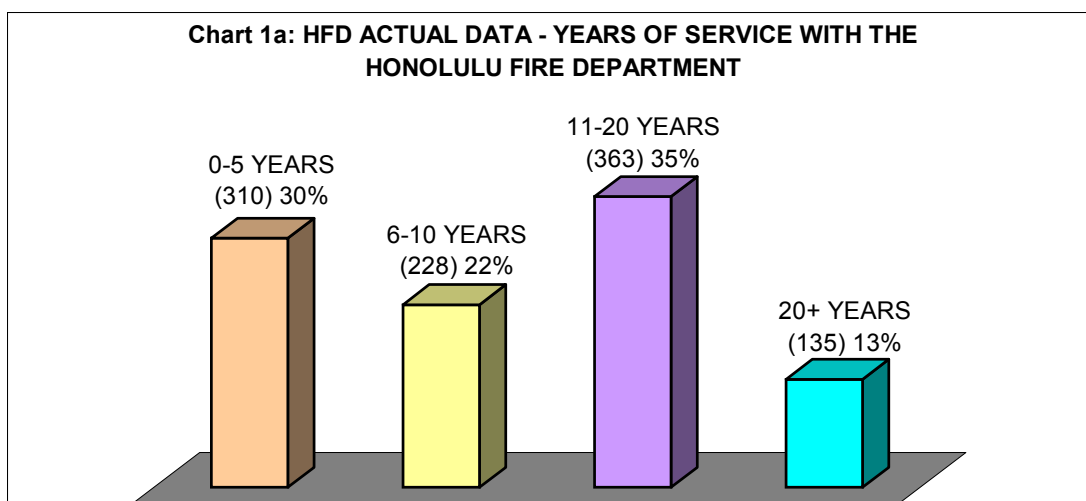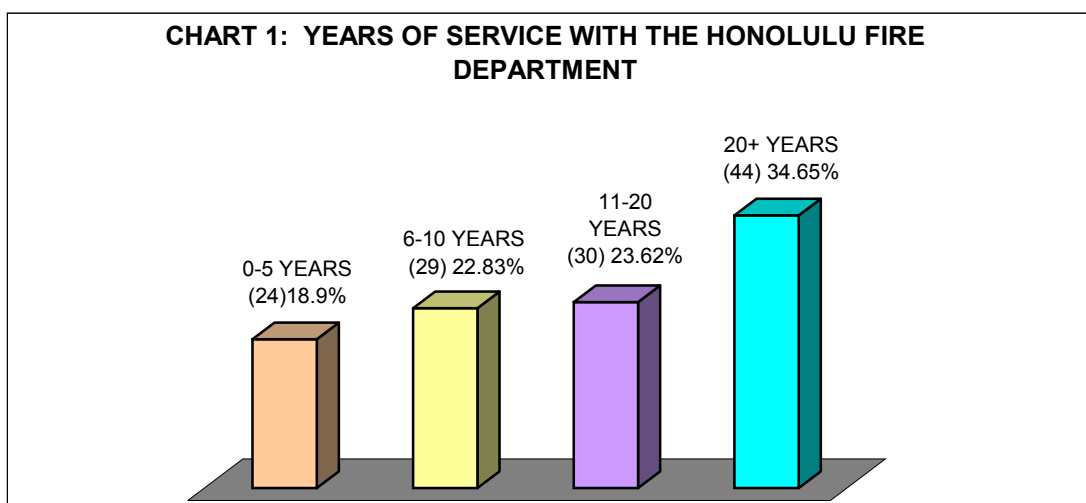
The expected outcome was to assess its current levels of success and apply the information and desirable characteristics derived from the sessions to the working environment. It was felt that this would create positive changes, greater satisfaction for the employee, and a better appreciation of individual assets of each employee. Finding in the review regarding desirable traits, characteristics, and applied knowledge would serve to cancel undesirable traits. In addition, it was their hope to identify specific areas of concern dealing with trust, integrity, empowerment, delegation, teamwork, communication, listening, self-actualization, and fellowship.

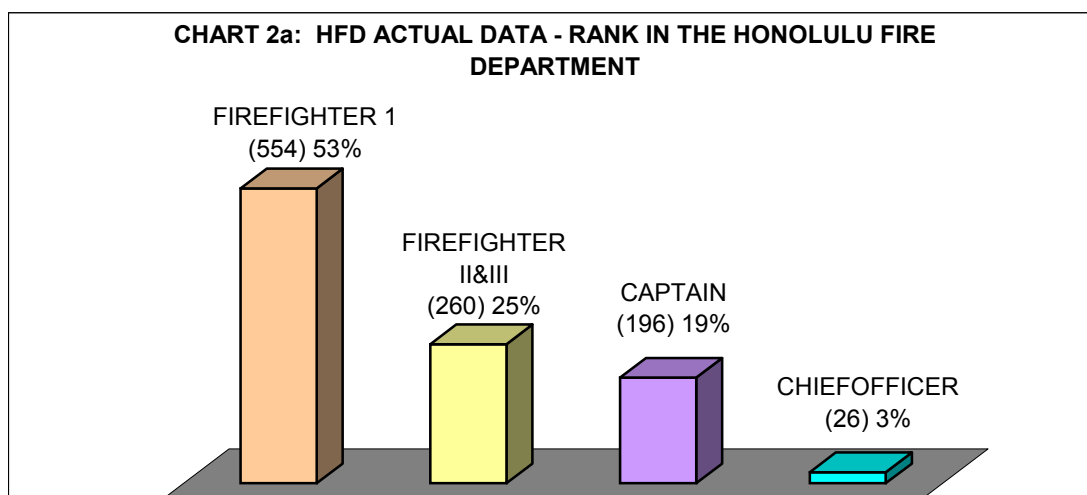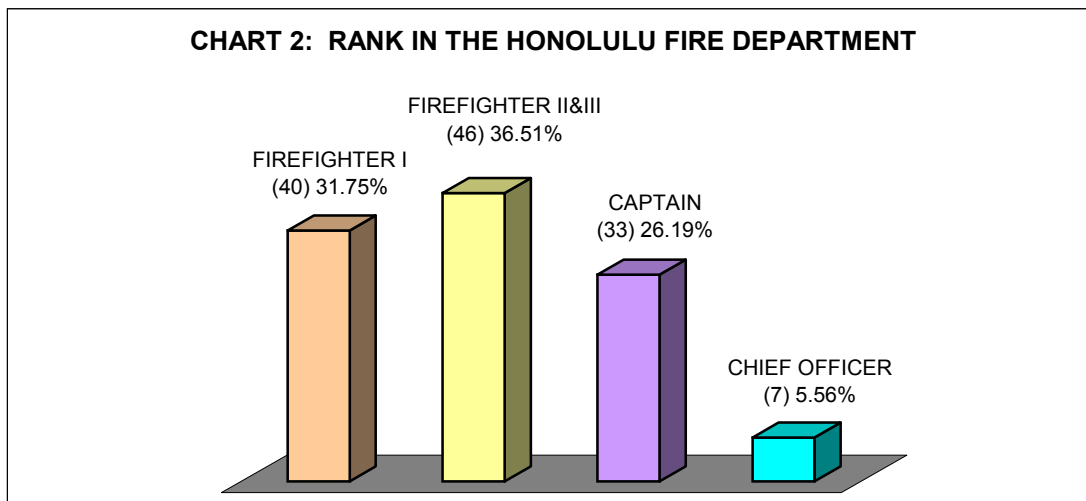Four months after the initial one-on-one sessions, a survey was taken of career members of the department to gauge the progress of CSM recommendations and internal efforts to improve the working environment of the department. Raw data were compiled and reduced to paraphrases and percentages. These evaluations will continue and further monitoring will occur to ensure that desired goals are being achieved (Ward, 1998).

3. **How do department members feel about the organizational effectiveness of the HFD?**

The following represents a summary of the data compiled from survey questionnaires distributed to a representative sample of Honolulu Fire Department (HFD) employees. This survey resulted in the formulation of general inferences on four topics as they specifically relate to the HFD. These topics are governance, goals and objectives, ethics, and healthy organizations.

Demographics

CHART 1: YEARS OF SERVICE WITH THE HONOLULU FIRE DEPARTMENT

20+ YEARS
(44) 34.65%

11-20 YEARS
(30) 23.62%

6-10 YEARS
(29) 22.83%

0-5 YEARS
(24)18.9%

Chart 1a: HFD ACTUAL DATA - YEARS OF SERVICE WITH THE HONOLULU FIRE DEPARTMENT

11-20 YEARS
(363) 35%

0-5 YEARS
(310) 30%

6-10 YEARS
(228) 22%

20+ YEARS
(135) 13%

CHART 2: RANK IN THE HONOLULU FIRE DEPARTMENT

FIREFIGHTER II&III
(46) 36.51%

FIREFIGHTER I
(40) 31.75%

CAPTAIN
(33) 26.19%

CHIEF OFFICER
(7) 5.56%

CHART 2a: HFD ACTUAL DATA - RANK IN THE HONOLULU FIRE DEPARTMENT

FIREFIGHTER 1
(554) 53%

FIREFIGHTER II&III
(260) 25%

CAPTAIN
(196) 19%

CHIEFOFFICER
(26) 3%

Charts 1 and 2 reflect the general demographics of the survey respondents. To better validate this study, department wide data on years of service and rank were obtained for comparison. Chart 1 and 1a demonstrates this demographic relationship. Of the survey respondents, 34.65 percent (compared to 13% for the entire department) have been with the department for more than 20 years; 23.62 percent (35 %) for 11 to 20 years; 83 percent (22 %) for 6 to 10 years; and 18.9 percent (30 %) for five years or less.

Chart 2 shows the rank of the survey respondents while 2a represents the rank distribution for the entire department. The largest group surveyed was Firefighters II's and III's which represented 36.51 percent (compared to 25% for the entire department). Next were Firefighters I's with 31.75 percent (53%), Captains with 26.19 percent (19%), and Chief Officers with 5.56 percent (3 %).

Governance and Empowerment

Charts 3, 4, 5, 6, and 7 show survey results on organizational governance in the Honolulu Fire Department.

CHART 3: All stakeholders are included in the decision-making process.

STRONGLY DISAGREE (41) 32.54%

NOT SURE (29) 23.02%

DISAGREE (24) 19.05%

AGREE (20) 15.87%

STRONGLY AGREE (12) 9.52%

CHART 4: On decisions that affect me, my opinion is listened to here.

AGREE (48) 37.50%

NOT SURE (40) 31.25%

STRONGLY DISAGREE (21) 16.41%

STRONGLY AGREE (14) 10.94%

DISAGREE (5) 3.91%
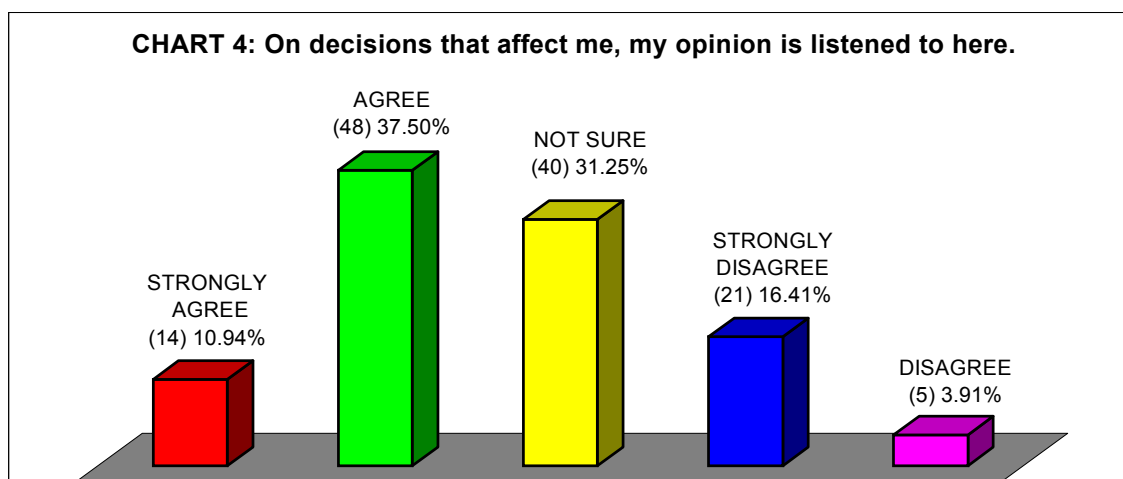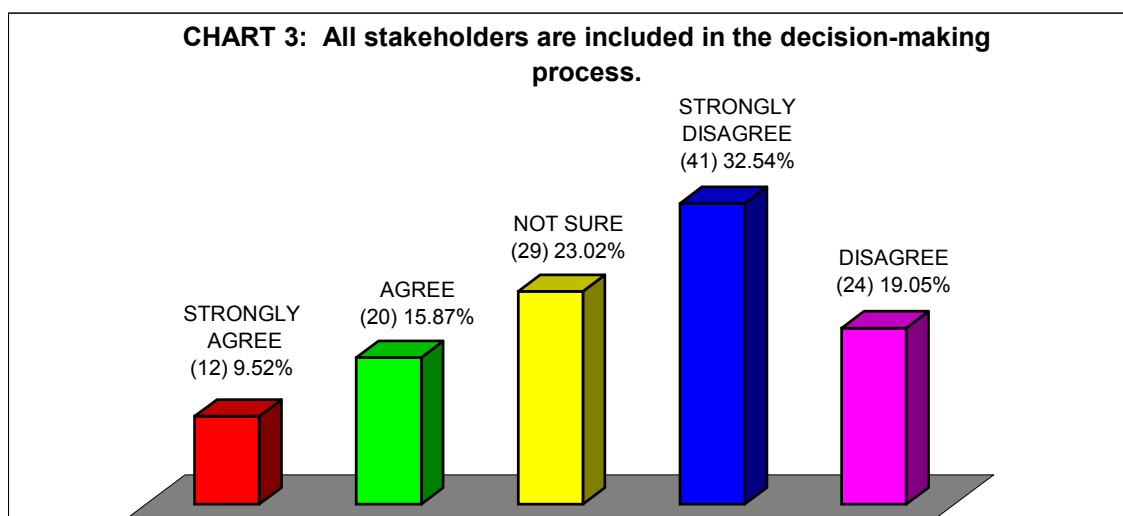
CHART 5: The efforts of our leadership result in the fulfillment of our department's mission.

STRONGLY AGREE (19) 14.73%
AGREE (59) 45.74%
NOT SURE (38) 29.46%
STRONGLY DISAGREE (9) 6.98%
DISAGREE (3) 2.33%
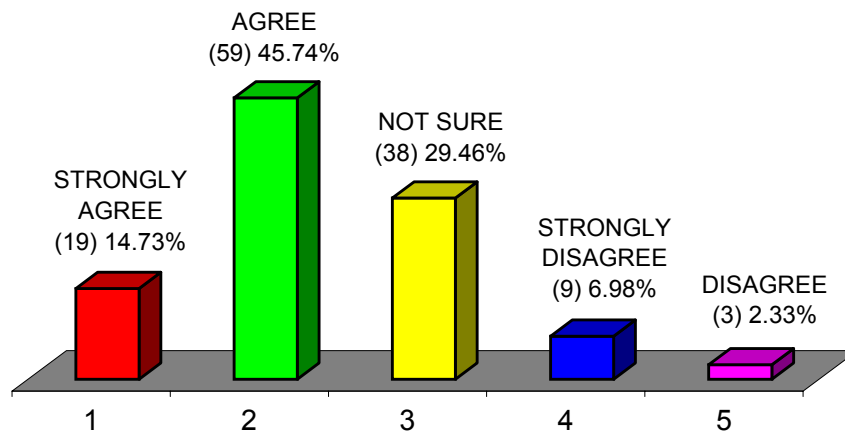
CHART 6: My efforts result in the fulfillment of our department's mission.

STRONGLY AGREE (21) 16.28%
AGREE (68) 52.71%
NOT SURE (30) 23.26%
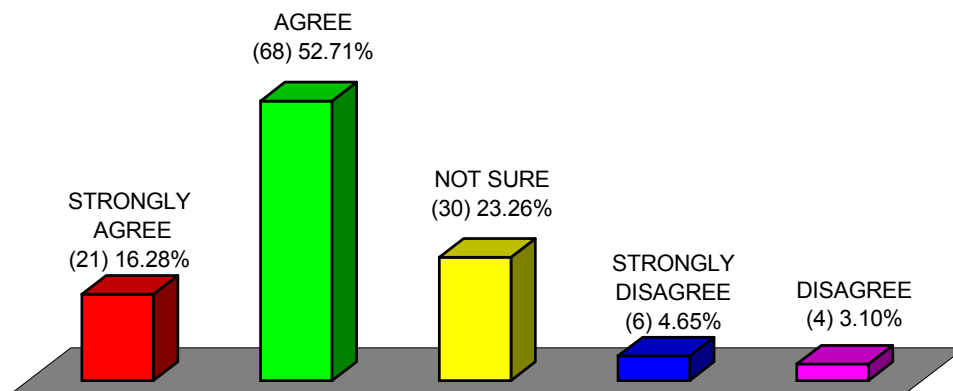STRONGLY DISAGREE (6) 4.65%
DISAGREE (4) 3.10%

CHART 7: The Fire Department's actions, behaviors, and policies reflect the internal relationships between the governing board and the stakeholders.

STRONGLY AGREE (5) 4.03%
AGREE (50) 40.32%
NOT SURE (57) 45.97%
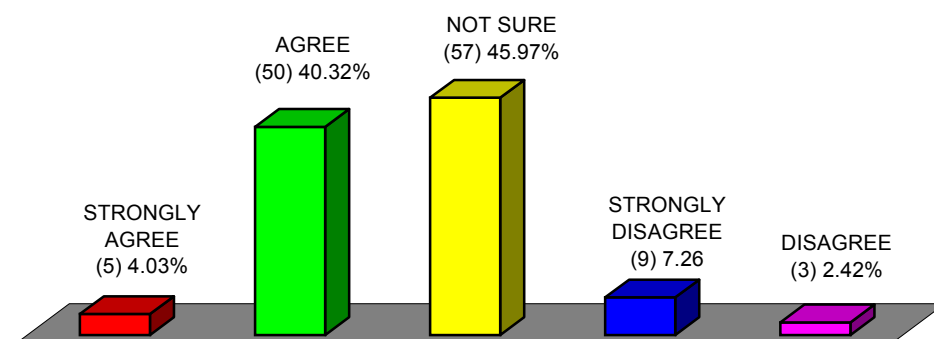STRONGLY DISAGREE (9) 7.26
DISAGREE (3) 2.42%

Chart 3 shows that only 25.39 percent responded favorably to this question, whereas the majority of respondents either felt that all stakeholders are not included in the decision making process or worst yet, did not even know who the stakeholders were.

In Chart 4, the majority of the respondents revealed that their opinions were listened to in the HFD. Although non-department stakeholders were not included in decision making, department members are allowed to participate in decisions relating to their membership.

Charts 5, 6, and 7 with over 60% favorable responses indicate that members are confident that the organization's leaders are providing the proper guidance towards the achievement of the department's mission, but more important, that they themselves as well as external stakeholders are also contributing towards the fulfillment of this goal.

Goals and Objectives

Charts 8, 9, 10, 11, 12, 13 and 14 show survey results on organizational goals and objectives in the Honolulu Fire Department.
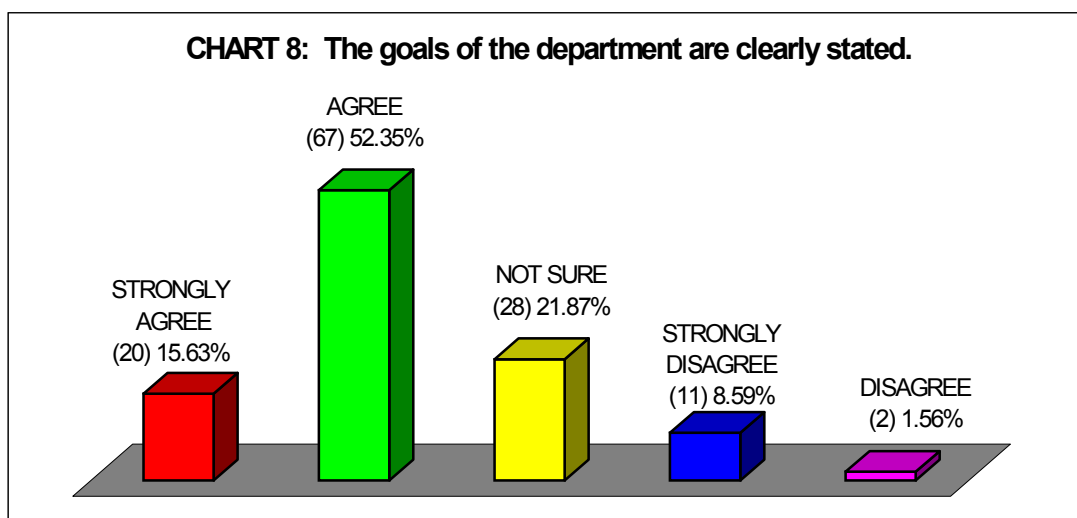
CHART 8: The goals of the department are clearly stated.

STRONGLY AGREE (20) 15.63%

AGREE (67) 52.35%

NOT SURE (28) 21.87%

STRONGLY DISAGREE (11) 8.59%

DISAGREE (2) 1.56%

CHART 9: I agree with the stated goals of the department.

AGREE
(65) 50.38%

NOT SURE
(36) 27.91%

STRONGLY AGREE
(20) 15.50%

STRONGLY
DISAGREE
(7) 5.43%

DISAGREE
(1) 0.78%
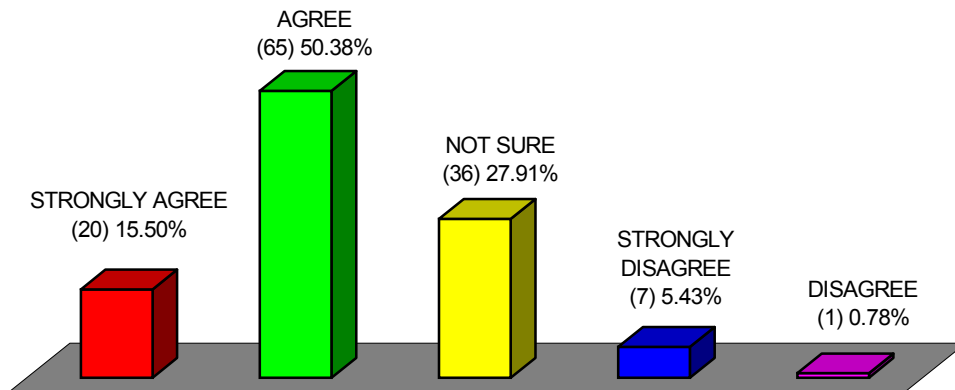
CHART 10: I understand the mission statement of the department.

AGREE
(62) 48.82%

NOT SURE
(39) 30.71%

STRONGLY
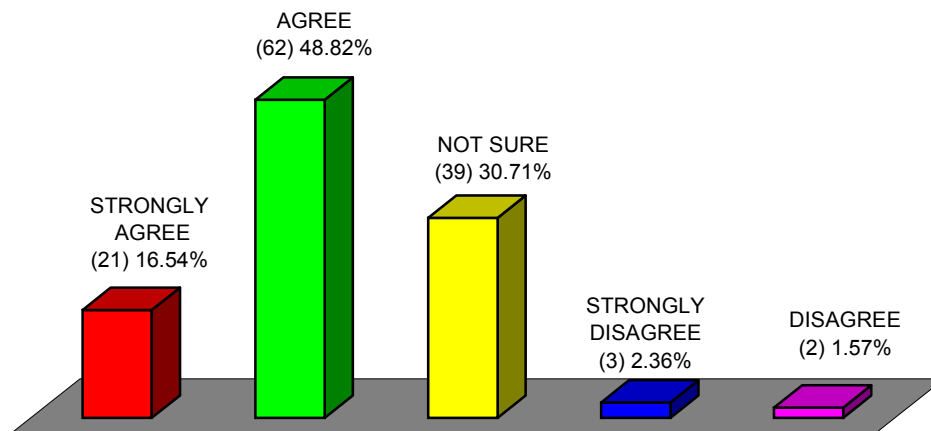AGREE
(21) 16.54%

STRONGLY
DISAGREE
(3) 2.36%

DISAGREE
(2) 1.57%

CHART 11: I have a clear vision of where we are going.

NOT SURE
(63) 48.84%

AGREE
(36) 27.91%

STRONGLY
DISAGREE
(19) 14.73%

STRONGLY
AGREE
(6) 4.65%

DISAGREE
(5) 3.88%
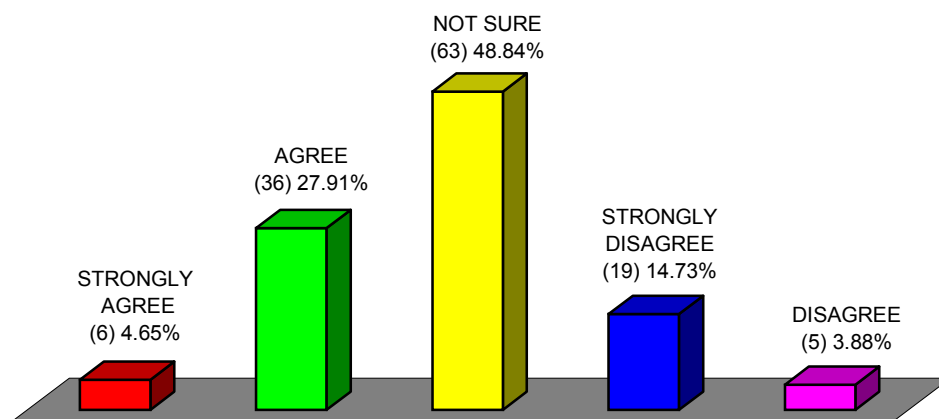
CHART 12: New ideas are welcomed and nurtured here.

AGREE
(56) 43.75%

NOT SURE
(45) 35.16%

STRONGLY
DISAGREE
(15) 11.72%

STRONGLY
AGREE
(7) 5.47%

DISAGREE
(5) 3.91%
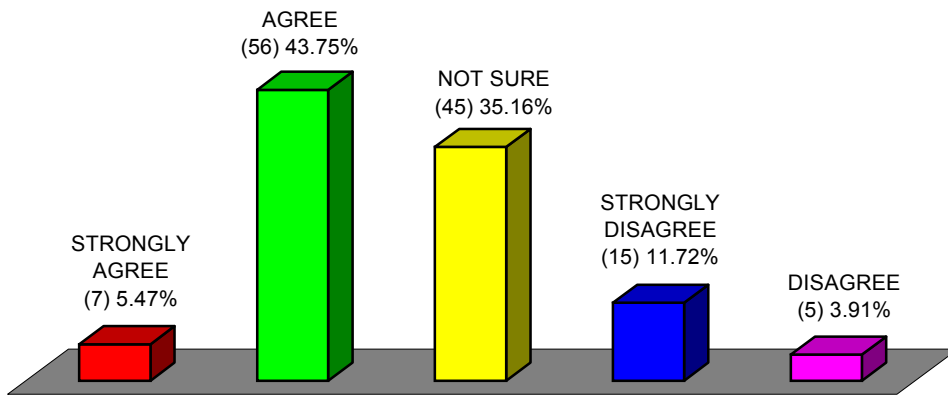
CHART 13: New projects are well planned.

NOT SURE
(60) 46.51%

AGREE
(36) 27.91%

STRONGLY
DISAGREE
(21) 16.28%

STRONGLY
AGREE
(3) 2.33%

DISAGREE
(9) 6.98%
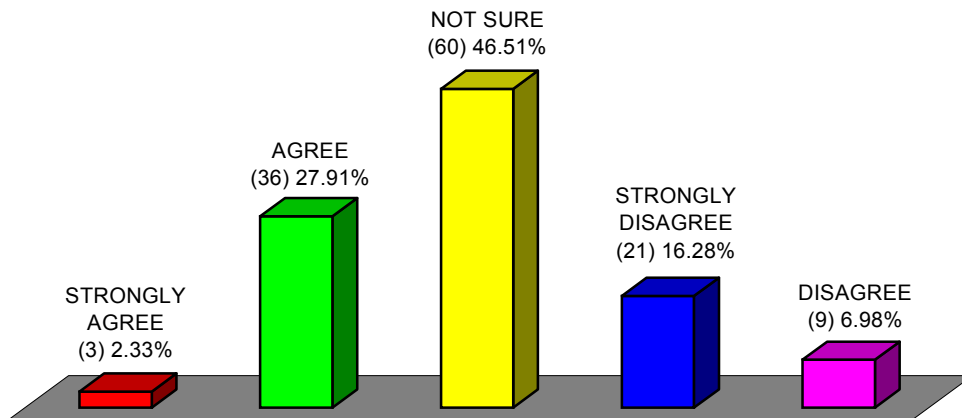
CHART 14: Long range plans and goals are clearly explained to me.

NOT SURE
(48) 37.50%

STRONGLY
DISAGREE
(34) 26.56%

AGREE
(35) 27.34%

STRONGLY
AGREE
(5) 3.91%

DISAGREE
(6) 4.69%
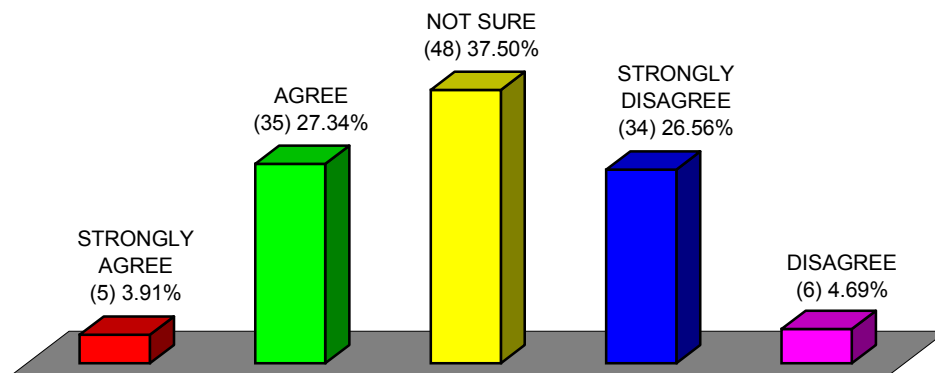
With favorable responses to the questions depicted in Charts 8 and 9 by nearly 70 percent of the respondents, the goals and objectives are clearly and explicitly stated.

Although Chart 10 indicates that the majority of HFD personnel (65.36 percent favorable responses) indicated that they understood the HFD's mission statement, Chart 11 shows that majority of these respondents (48.84 percent) were not clear about the vision of the organization. Ag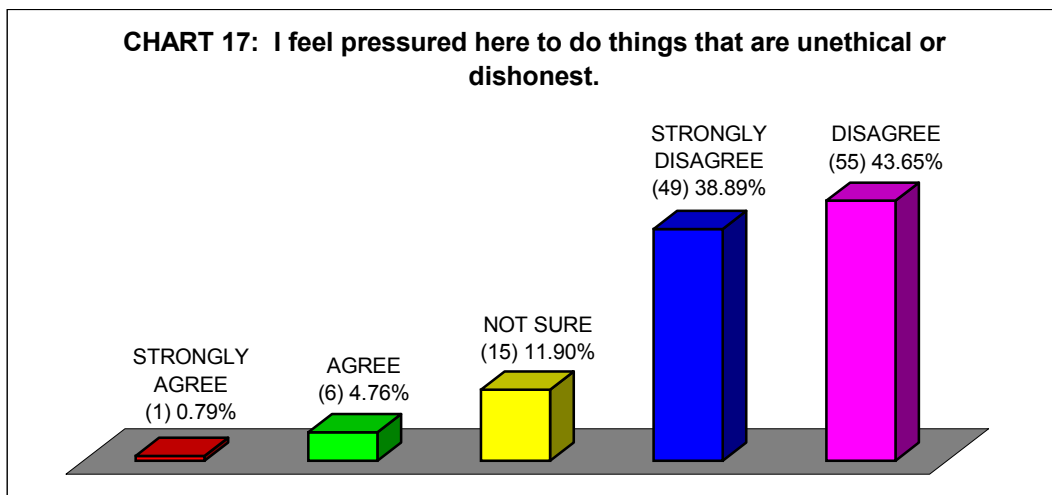ain, although 49.22 percent said that new ideas are welcomed, 48.51 percent indicated that they are not sure if new projects are planned well as shown on Chart 13. Chart 14 shows that most members are either not sure or feel that long range plans are not explained very well.

Ethics

Charts 15, 16 and 17 show survey results on organizational ethics in the Honolulu Fire Department.

CHART 15: Our leaders set good examples of ethical behavior.

AGREE
(66) 51.16%

NOT SURE
(38) 29.46%

STRONGLY
AGREE
(14) 10.85%

STRONGLY
DISAGREE
(8) 6.20%

DISAGREE
(3) 2.33%

CHART 16: I agree with the way our organization handles questions of right and wrong.

NOT SURE
(54) 42.52%

AGREE
(45) 35.43%

STRONGLY
DISAGREE
(19) 14.96%

STRONGLY
AGREE
(6) 4.72%

DISAGREE
(3) 2.36%

CHART 17: I feel pressured here to do things that are unethical or dishonest.

STRONGLY
DISAGREE
(49) 38.89%

DISAGREE
(55) 43.65%

NOT SURE
(15) 11.90%

STRONGLY
AGREE
(1) 0.79%

AGREE
(6) 4.76%

As Charts 15, 16 and 17 illustrate, a majority of the employees surveyed, felt that their leaders set a good example of ethical behavior. They also felt that most of the members of the department behave ethically as well.

Chart 16 shows that 40.15 percent of the respondents favored the way their organization handles questions of right and wrong. However, 45.52 percent of them were not sure.

There is a connection between the survey results and the literature review because Lewis states that "senior managers reputation, behavior and commitment to the agency's ethics program are vital to its success (Lewis, 1991).

Aspects of a Healthy Organization

Charts 18, 19, 20, 21, 22 and 23 show survey results on the Honolulu Fire Department as a healthy organization.

CHART 18: My relationship with my supervisor is friendly as well as professional.

STRONGLY AGREE (64) 49.61%

AGREE (55) 42.64%

NOT SURE (7) 5.43

STRONGLY DISAGREE (2) 1.55%

DISAGREE (1) 0.78%

CHART 19: This department has the ability to change.

AGREE (68) 53.12%

STRONGLY AGREE (37) 28.91%

NOT SURE (17) 13.28%

STRONGLY DISAGREE (6) 4.69%

DISAGREE (0) 0.00%
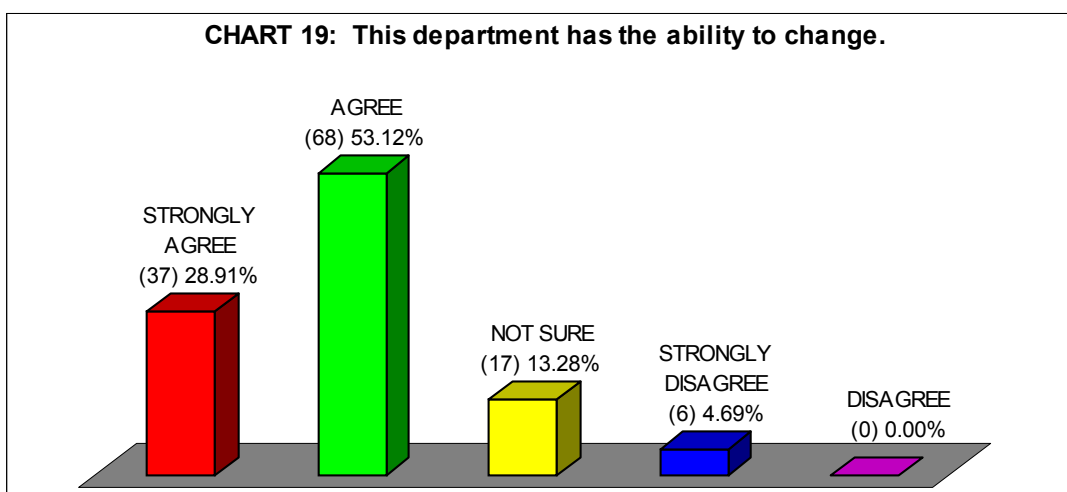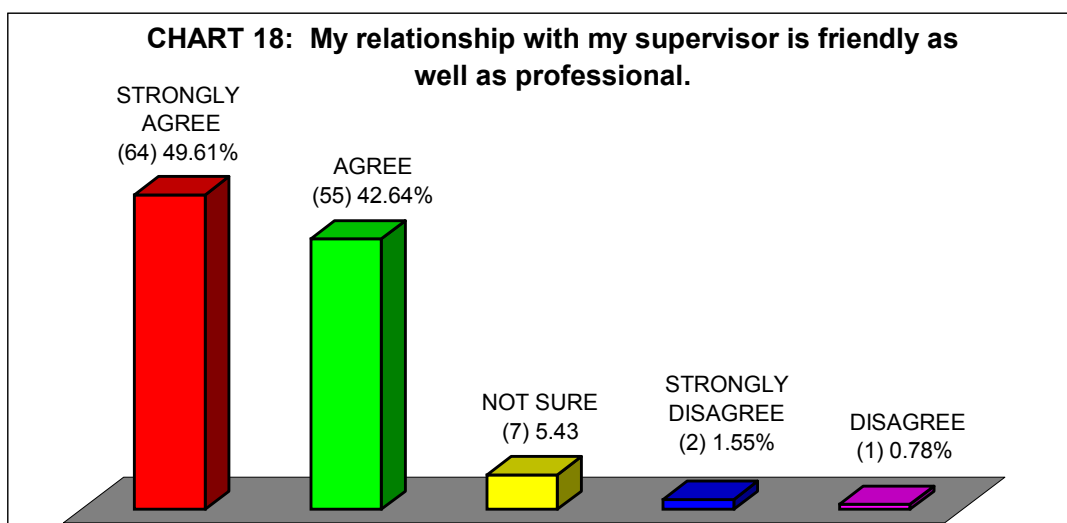
CHART 20: My supervisor keeps me up-to-date about what is happening.

STRONGLY
AGREE
(51) 39.53%

AGREE
(65) 50.38%

NOT SURE
(11) 8.53%

STRONGLY
DISAGREE
(1) 0.78%

DISAGREE
(1) 0.78%
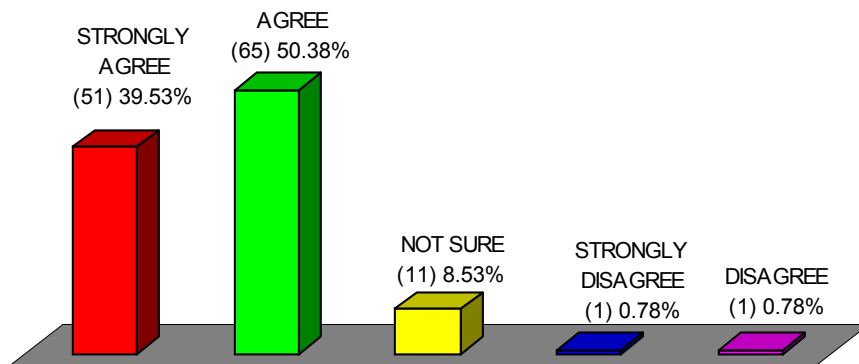
CHART 21: There is a good feeling of teamwork in my work group.

STRONGLY
AGREE
(64) 49.61%

AGREE
(55) 42.64%

NOT SURE
(7) 5.43%

STRONGLY
DISAGREE
(2) 1.55%

DISAGREE
(1) 0.78%
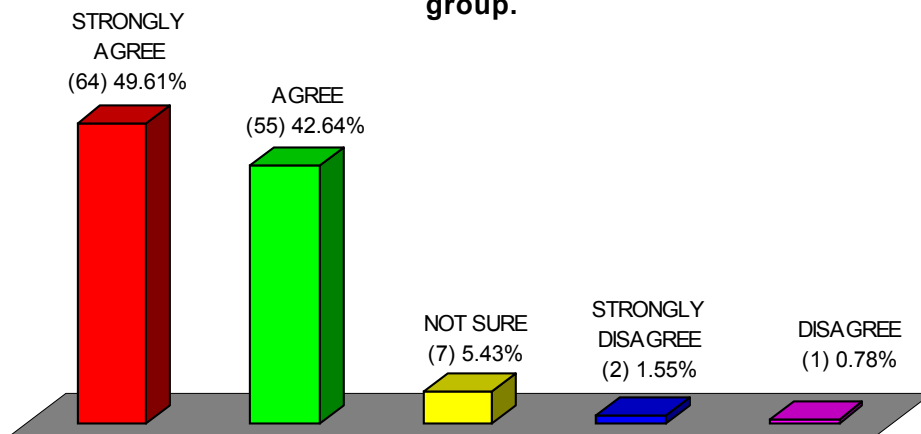
CHART 22: My immediate supervisor is supportive of my efforts.

STRONGLY
AGREE
(65) 50.39%

AGREE
(53) 41.09%

NOT SURE
(9) 6.98%

STRONGLY
DISAGREE
(1) 0.78%

DISAGREE
(1) 0.78%

CHART 23: Other members of the department are helpful to me whenever assistance is requested.

AGREE
(69) 53.49%

STRONGLY
AGREE
(44) 34.11%

NOT SURE
(13) 10.08%

STRONGLY
DISAGREE
(2) 1.55%

DISAGREE
(1) 0.78%
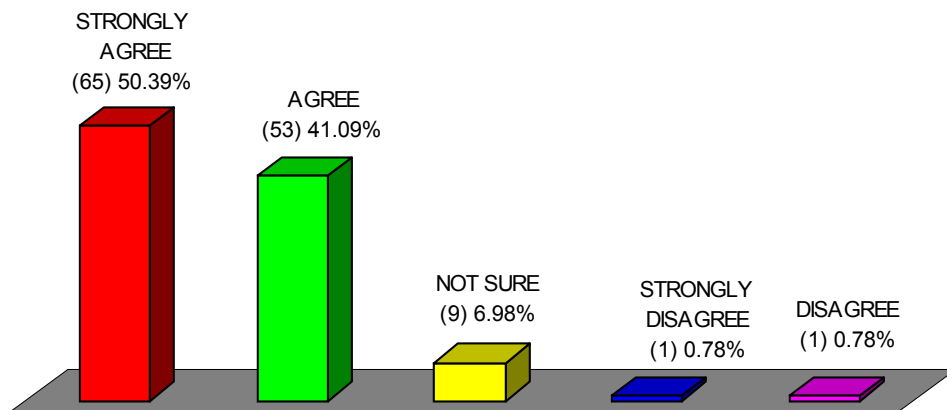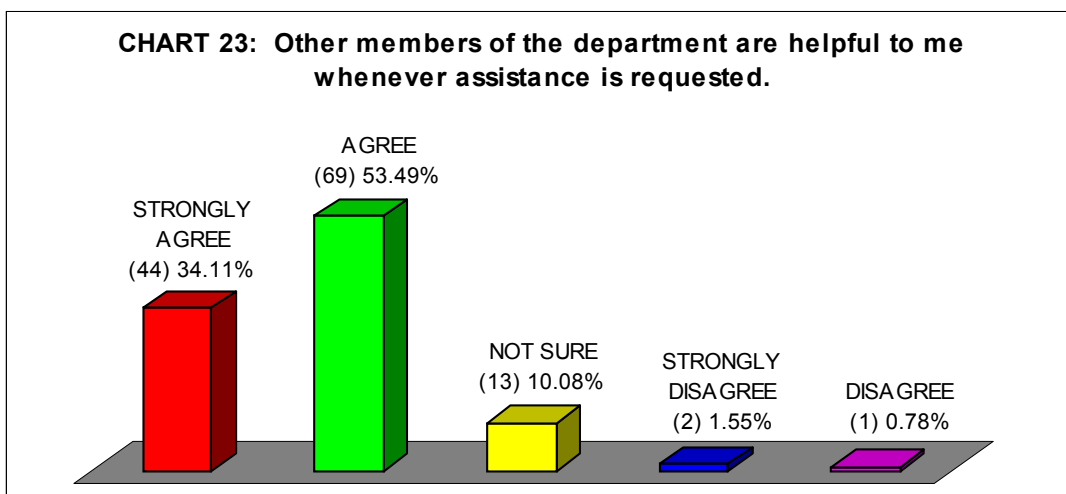
Charts 18, 20 and 21, 22 and 23 shows friendly as well as professional relationships within the department, that supervisors update their subordinates about what is happening and are also supportive of their subordinates' efforts, a good feeling of teamwork in their work group, and helpful co-workers.

Chart 19 shows that majority of the respondents (82.03 percent) either strongly agreed or agreed that the department has the ability to change.

DISCUSSION

Demographics

Based on the information obtained as a result of the survey, years of service and rank do not affect or change the value of commitment HFD personnel has to its department. The data shows that a fire-recruit with only one-year of service has the same amount of commitment to the department as a twenty-five year veteran. It can be concluded that personnel feel the clear and identified career path along with a nurturing culture within the HFD contributes to positive and attainable personal goals. A fire recruit who envisions becoming the fire chief can set that goal

and target steps to take towards attaining that goal. The HFD is organized in a structure that allows and provides the opportunity for upward mobility. On the other hand, if one chooses to remain at his or her current position, incremental pay incentives offset any negative aspects of not attaining a higher rank.

The culture of this organization also contributes to the sustained commitment of its personnel. The team concept is practiced in achieving its organizational goals, which are to ultimately protect and serve the community. Information that was provided by the post survey discussion indicates a strong presence of team building within this organization. From day one, fire recruits pool their efforts to help each other complete all aspects of recruit training. The "You go, I go" attitude prevails.

This concept of team or family is perpetuated throughout the entire organization. The strong culture of the HFD encourage, nurtures and sustains its personnel to support each other in getting the job done. An organizational culture of teamwork is physically practiced. Although the department is hierarchical in nature, chiefs can sometimes be seen "pitching in" at emergency incidents right along side fire fighters. The message here is that every member of the team is vital to the success of the task at hand.

Early organizational assimilation and a widespread tendency to remain with this agency for their entire career are the norm in the HFD. For example, in 1999, only six out of its approximate 1200 employees left the Honolulu Fire Department for other employment opportunities. This is a definite testament to the commitment all members have to this institution and this commitment should be valued and nurtured to insure its continuation.

Governance

Stakeholders are those who either affect or are affected by an organization's actions, behavior and policies. Stakeholders are persons or groups who are accountable to the organization. They may consist of elected and appointed government officials and staff at the city, state and federal level, recipients of services, accrediting organizations, professional associations, any neighborhood, city or community to which an organization is perceived to be part of, as well as the media, the employees and the governing board itself (Millstein, 1998). Stakeholders in the HFD consist of the Mayor and his staff, the City Council, other government agencies (Environmental Protection Agency, Department of Land and Natural Resources, Federal Emergency Management Agency, Civil Defense Agency, etc.), the citizens of the City and County of Honolulu, and Honolulu Fire Department employees along with their families.

The culture of most fire departments do not allow for involvement of non-department stakeholders in the decision making process. Most decisions are made within the organization without input from any outside source. The mentality of "being the experts" has perpetuated this process and a paradigm shift of allowing non-department stakeholders into the decision making process is still considered out of the ordinary.

An interesting point brought up in the panel discussion was that, until recently department members' opinions were not solicited and members were not allowed to participate. In most fire departments, organizational structure and governing policies are militaristic and hierarchical in orientation. This does not allow or it restricts leaders from relinquishing control to their subordinates. Harbeson (1994) indicates that within organizations, structures and practices are adapted slowly because managers and leaders fear the consequences of relinquishing control.

Such is not the case in the HFD. By May of 1998, a change in culture began with the appointment of a new Fire Chief, Deputy Chief, three Assistant Chiefs, and eight Battalion Chiefs. This represented a 50% turnover in the executive level of this organization. Accompanying this change was a shift in mentality from the "way we always did things" to "let's think outside of the box." Workshops were conducted soliciting input from all levels of the organization. Employees were not only allowed to voice their views, but were expected to involve themselves in all aspects of their employment, especially the decisions that affected them.

The majority of respondents either felt that all stakeholders are not included in the decision-making process and/or they did not know who the stakeholders are. The culture of most fire departments do not allow the involvement of non-department stakeholders in the decision making process. Most decisions are made within the organization without input from external sources. All internal department stakeholders must understand the benefit of including external stakeholders in the decision making process. Thus, the entire organization will gain by including as many stakeholders as possible. The contribution of fresh ideas and expertise from other stakeholders will provide multiple perspectives in the decision making process. This will stand to benefit the organization as a whole. The HFD management and staff cannot have all the answers without considering all points of view. Furthermore, community inclusion in the decision making process will increase collaboration between HFD and community members in support of future projects and proposals. Communication with community members also fosters networking, which may result in securing project funding.

The attendance at Neighborhood Board Meetings is a good first step in accomplishing this inclusion of all stakeholders but more needs to be done. Other professional organizations or

memberships may also be considered for inclusion into this stakeholder cluster to gain from their expertise and network structure.

Most survey respondents felt that their opinions were listened to as it pertains to their department functions. This is indicative of a healthy communication process because information readily flows vertically and laterally throughout the organization. This did not occur in the department until recently. In the past, communication was strictly top down with little input solicited from subordinates and limited to orders for desired action.

Department members are confident that their leaders provide proper guidance towards the achievement of the department's mission, and that they themselves contribute towards the fulfillment of this goal. This increases the employees' confidence in the way the department is run. This demonstrates that the employees understand the department's mission, which facilitates clear understanding of what is expected of them. It is obvious the HFD management realize that employees achieve what is expected of them and perform better when they have specific goals to achieve.

Goals and Objectives

The new department culture included the entire department in the creation of the new mission and vision statement but did not go beyond the creation of these documents. These statements are not readily available and accessible to all department personnel. The new mission and vision statements are not included on the department's stationary or its correspondence, nor has it been posted in every work place. Daily decision making require reference to the department's vision and mission statements for proper alignment with these values.

Members are aware of the fact that their input and new ideas are always welcomed and nurtured in this new culture, but are still unsure if sufficient focus will be included in the planning process of new projects. In the past, projects are started but not brought to closure do to

insufficient up front planning. In fact, a common description of the former planning strategy was, "fire, aim, ready."

The communication of long range plans is another source of concern. The post survey interviews indicated that being a public agency, long range planning could be a frustrating managerial function. The City's budget is formulated on an annual basis and the certainty of any plan beyond that one year's budget allocation is suspect. This uncertainty in the availability of funding severely discourages the communication of any long range plans to department members for fear of making false promises and having to go back an explain the inability to deliver as promised. Organizations need a new mode of administration: one that is capable of converting challenge into opportunity (Harbeson, 1994).

A clear understanding of this organization's goals and objectives have resulted from its effort to clearly communicate the importance of goal setting in the attainment of proposed department objectives. It appears that the management of the HFD is successful in making their members understand the benefits of the organization's vision and the part good goal setting plays in the achievement of these identified objectives.

Although management has succeeded in communicating and making its members understand the goals and objectives, survey respondents are not sure if new projects are well planned and the respondents are also not sure if long range plans and goals are clearly explained to its members. There appears to be a break in communication in regard to long range planning and projects. Budget cuts and other external factors play an important role in making long range plans and goals unclear to members. Managing a fire department might be characterized as a twenty-five year job with a ten-year master plan, a five-year tenure, and a one-year appropriation. While the frustration inherent in managing fire service agencies under these

conditions might appear to be obvious, it is also incumbent upon all fire officers to make the best possible use of available resources to achieve the agency mission. It would be helpful for the HFD to include both the internal and external stakeholders in the decision making process.

The mission and vision statement and be able to reflect on these statements in decision making must be initiated. This process should include periodic review, evaluation, and updating of this living document. The vision creates meaning, direction, evoke enthusiasm and commitment which leads to efficient performance. Despite the fact that the department has developed a statement of its vision the HFD needs to organize a team responsible for clearly stating its vision to the stakeholders. Communicating the vision and mission statement to every member by posting it conspicuously, giving members their own copies, and holding a presentation focused on what, why, and how this mission and vision may be achieved would be beneficial. A process of educating all members so that everyone has a chance to fully understand.

Ethics

Ethics play a vital role in an organization's culture. It is a responsibility of management and, as a result, is perceived as being closely tied to leadership. The leadership of an organization must be perceived as committed to good ethical practice by those who are a part of it. Most HFD employees feel that their leaders set good examples of ethical behavior, and that they themselves also behave ethically. Senior management's reputation, behavior, and commitment to agency ethics are vital to the organizational success. HFD leaders should continue to set the moral tone for this organization by communicating a sense of purpose, reinforcing appropriate behaviors, and by expressing their beliefs to their constituencies.

As illustrated in the survey, a majority of members polled felt the leaders set a good example of ethical behavior and are respected for doing so. They also feel most members of the

department behave ethically as well. The way management treats its staff sets the pace and in a powerful way models appropriate behavior. HFD management must maintain its responsibility in recognizing that ethics is a vital element of a healthy organization's culture.

Commitment is also crucial to good ethics. Management's total commitment of resources and efforts is the foundation for ethical behavior at this agency. Management has a responsibility to create an effective ethical team by example and must continue to inspire, advocate and serve as role models to subordinates. "Participation does play a role. Ethics can be built into routine" (Lewis, 1991).

When asked if the organization properly handles questions regarding right and wrong, many members of the HFD have difficulty with this concept since they operate in an organization where rules are rigidly and firmly set, with no "shades of gray." Punitive actions for any and all transgressions or infractions of the department's rules, regulations and procedures are pre-determined and subjective interpretation is reduced to a minimum. This is ingrained in the organizational culture with very little room for interpretation and it is this strict adherence to a disciplinary policy that seems to keep this organization moving in its intended direction.

Aspects of a Healthy Organization

In hierarchical organizations, there is a high level of control over the flow of information that exists vertically and laterally within the organization. This should also be true for the Honolulu Fire Department, as its organizational structure is hierarchical and militaristic in nature. However this is not the case. The Honolulu Fire Department has an extremely healthy communication array as information travels vertically and laterally with little resistance from supervisors and subordinates. This occurs without compromising informational accuracy. This is because the organizational culture of the Honolulu Fire Department strongly promotes, even

requires, team-building amongst its members. This organizational culture must be sustained and even further encouraged to maintain this fluid communication structure.

The HFD's mission "is to respond to fires, emergency medical incidents, hazardous material incidents, and rescues on land and sea to save lives, property and the environment." As such, the HFD fire fighters work in specialized teams and task forces to carry out HFD functions. When these teams work together over a period of time, relationships are forged among the team members. The bonds created by these relationships are strong and lasting. This important aspect must be upheld by the HFD in order to realize that healthy communication design is important for it is through these relationships that the organization's communication structure at the fire fighter level exists.

At the supervisory level, Fire Captains and Chiefs, it has long been the culture to develop policies and make organizational decisions. At this level of the organization, decisions and policies are normally relayed to subordinates for immediate implementation, which typical of a hierarchical structure. In May of 1998, however, a 50% turnover in the executive level of the Honolulu Fire Department not only created a change in staff, but also created a change in the culture of the organization as well. Employee teams that are inclusive of the perspectives and input from all members, now develop policies and decisions once made exclusively at the executive level. In such an organizational culture, (in which decision-making is inclusive and shared) communication between the hierarchical levels of the organization flows more freely. This positive aspect of management practice should be applauded and encouraged to continue.

The ability of the Honolulu Fire Department to change its organizational culture also demonstrates the organization's ability to be flexible in adapting to the changing needs of society. In its former hierarchical structure, stakeholders in the Honolulu Fire Department and

the community-at-large had very little input on how the organization conducted its day-to-day business. This is not the case with the HFD anymore. One example on how this has changed is the mandatory attendance of HFD personnel at all Neighborhood Board Meetings. Here the community has an opportunity to express their needs and become fully engaged in department programs and issues. This is a primary component of HFD's effort to include all stakeholders in the process of decision making.

RECOMMENDATIONS

On Governance and Empowerment

- Community inclusion in the decision-making process will increase collaboration between HFD and the community members in support of future projects and proposals.

- Continue mandatory attendance at Neighborhood Board Meetings and seek out other avenues to benefit from available expertise and network structure of community members.

- Make employee workshops a regularly scheduled event. Continue separate workshops for the various levels of employment. In addition to the current groupings of Executive Chiefs, Battalion Chief Officers, Captains, and Firefighters; consider a separate workshop for civilian employees.

On Goals and Objectives

- Develop a process of educating all members so that everyone has a chance to fully understand the mission and vision statement and be able to base decision-making on these statements.

- Periodically review, evaluate and update the department's mission and visions statements to ensure it remains current.

- Conspicuously post, provide department members with a personal copy, and hold presentations for focus on what, why, and how this mission and vision can be achieved.

On Ethics

- HFD leaders should continue to set the moral tone for this organization by communicating a sense of purpose, reinforcing appropriate behaviors, and by expressing their beliefs to their constituencies.

- Continue to demand adherence to the established rules, regulations, procedures and policies and swiftly act upon any infraction to this vital element of any organization.

On Aspects of a Healthy Organization

- This organizational culture, which strongly promotes team building amongst its members, must be sustained and even further encouraged to maintain a fluid communication structure.

- Maintain the department's ability to remain flexible in adapting to the changing needs of the community and society it serves.

- Continue to allow the department's external stakeholders an opportunity to express their needs and become fully engaged in department programs and issues.

CLOSING COMMENTS

Fire service professionals must continually seek ways to improve the quality and performance of their organizations by asking those critical questions to determine if the programs and services they provide are effective in meeting the needs of the community they serve as well as stakeholders they are responsible for. Internal organizational conditions must be assessed. These conditions are compared with organizational touchtones such as quality of

services, ethical standards, morale, attrition, existing culture and history of change, and any other

internal indicators that may or may not suggest organizational change is required.

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APPENDIX A

HFD VISION STATEMENT

The Honolulu Fire Department will continuously strive to meet the changing needs of our community by providing a modern and technologically advanced department. We will do this by maintaining a high level of readiness and by focusing on the professional development and training of all our personnel.

HFD MISSION STATEMENT

The mission of the Honolulu Fire Department is to respond to fires, emergency medical incidents, hazardous material incidents, and rescues on land and sea to save lives, property and the environment. We accomplish this mission by:

· Promoting safety and maintaining a well equipped, highly trained and motivated force of professional fire fighters and rescue personnel.

· Promoting fire prevention and other public safety education programs.

HFD MOTTO

Pride, service, dedication.

APPENDIX B

SURVEY QUESTIONNAIRE

To complete the Master of Public Administration (MPA) students are required to study issues important to the State of Hawaii. This group of students will assist the Honolulu Fire Department to develop an accreditation system as a means of establishing industry-wide performance measures for management and overall organizational performance.
Please be assured that your answers are completely confidential and will be reported in summary form only.
Please respond to each of the following statements by circling the number of your choice according to the scale provided.

1 = Strongly Agree **2** = Agree **3** = Not Sure **4** = Disagree **5** = Strongly Disagree

1.	All stakeholders (all who are affected by the success and/or failure of the department) are included in the decision-making process.	1	2	3	4	5
2.	On decisions that affect me, my opinion is listened to here.	1	2	3	4	5
3.	The efforts of our leadership result in the fulfillment of our department's mission.	1	2	3	4	5
4.	My efforts result in the fulfillment of our department's mission.	1	2	3	4	5
5.	The goals of the department are clearly stated.	1	2	3	4	5
6.	I agree with the stated goals of the department.	1	2	3	4	5
7.	I understand the mission statement of the department.	1	2	3	4	5
8.	I have a clear vision of where we are going.	1	2	3	4	5
9.	New ideas are welcomed and nurtured here.	1	2	3	4	5
10.	New projects are well planned.	1	2	3	4	5
11.	Long range plans and goals are clearly explained to me.	1	2	3	4	5
12.	Our leaders set good examples of ethical behavior.	1	2	3	4	5
13.	I agree with the way our organization handles questions of right and wrong.	1	2	3	4	5
14.	I feel pressured here to do things that are unethical or dishonest.	1	2	3	4	5
15.	The Fire Department's actions, behaviors, and policies reflect the internal relationships between the governing board and the stakeholders (all who are affected by the success and/or failure of the department).	1	2	3	4	5
16.	My relationship with my supervisor is friendly as well as professional.	1	2	3	4	5
17.	This department has the ability to change.	1	2	3	4	5
18.	My supervisor keeps me up-to-date about what is happening.	1	2	3	4	5
19.	There is a good feeling of teamwork in my work group.	1	2	3	4	5
20.	My immediate supervisor is supportive of my efforts.	1	2	3	4	5
21.	Other members of the department are helpful to me whenever assistance is requested.	1	2	3	4	5

DEMOGRAPHICS : Please check the appropriate box.

1. Please indicate your years of service with the Honolulu Fire Department.

    0-5 ☐   6-10 ☐   11-20 ☐   20+ ☐

2. Please indicate your rank in the Honolulu Fire Department.

    Firefighter I ☐   Firefighter II & III ☐   Captain ☐   Chief Officer ☐

APPENDIX C

ADVISORY PANEL

	RANK	NAME	YEARS OF SERVICE	ASSIGNMENT
	Battalion Chief	Peter Gaskell	20	Admin. Services
	Battalion Chief	Kenneth Silva	18	Fire Operations
	Fire Captain	James Cambra	31	Communications
	Fire Captain	Michael Kamano	28	Communications
	Fire Captain	Socrates Bratakos	12	Training
	Fire Fighter III	Terry Seelig	13	Training
	Fire Fighter III	Lance Orillo	9	Prevention
	Fire Fighter II	Derek Foglesong	7	Communications
	Fire Fighter II	Glin Nelson	7	Communications
	Fire Fighter I	Craig Uchimura	3	Fire Operations
	Fire Fighter I	Kealii Paiaina	1	Fire Operations
	Fire Fighter I	Douglas Bennett	3	Fire Operations